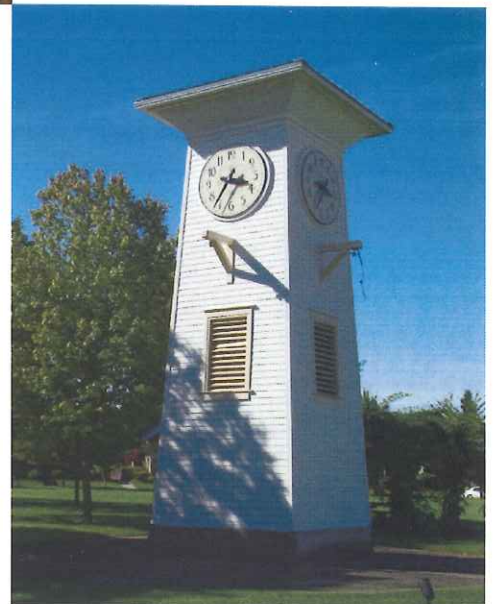
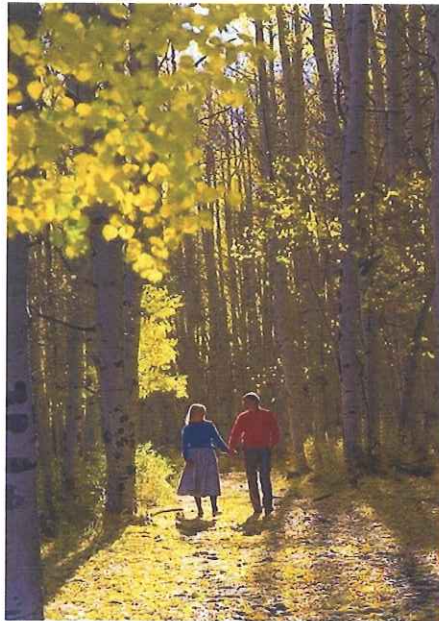


November 2007



Visitor Readiness Report

DuPont, Washington



Total Destination Management

DuPont Visitor Readiness Report

Contents

Introduction	2
Methodology	3
Target Markets	4
Part 1. Positioning and Brand Platform	5
Part 2. Visual and Verbal Identity	9
Part 3. Visitor Readiness Plan	13
Appendix	29
DuPont Brand Planning Participants	
Tourism Means Business	

Introduction

The DuPont Visitor Readiness Report is an initiative by the City of DuPont and the DuPont Business Association. It provides directions to enhance the visitor readiness of the city and to develop its brand identity based on its heritage assets. When fully implemented the strategy will focus the promotion of DuPont using one overarching theme, one look, one voice, and strengthen the experiences associated with the city.

This strategy was created after extensive research, analysis, and consultation with residents, as well as community and business leaders through surveys, interviews, and focus groups. This process led to the actions recommended in this plan to clearly distinguish DuPont from other communities and help to establish a positive, distinctive and compelling image for the city.

DuPont has a wealth of distinctive cultural, historic and natural attributes, however many are currently undeveloped. This strategy, in conjunction with initiatives by the City and other organizations, provides the path to better develop, preserve and promote these great features.

While it is an important objective for DuPont to develop a strong community brand, the greatest priority is for the city is to “get the product right” before commencing any concerted promotional program.

The strategy is presented in three sections and each is designed to build upon and reinforce the previous one. The brand platform, outlined in Part One, describes the positioning and brand elements, including the benefits, personality, attributes, and values that represent our special sense of place. Part Two shows how DuPont should express itself in visual and verbal terms, while Part Three presents the checklist of priority actions to develop the city’s tourism capabilities.

We encourage you to join us by supporting and participating in this exciting initiative because only through a united approach can DuPont generate the awareness and reputation that will result in increased prosperity for us all.

Methodology

The development of a Visitor Readiness Report for DuPont involved extensive research and stakeholder consultation which included:

- An extensive review of past reports, strategies and plans relating to DuPont.
- Review and analysis of past and current marketing materials, including brochures, maps and partner marketing materials (e.g. hotels).
- Online research to review key web sites relating to DuPont, as well as those that potentially should carry references to DuPont.
- Pre-visit research to assess the availability and quality of the city's information services.
- An online community survey providing residents with an opportunity to express their opinions.
- Personal interviews and group discussions with local residents and community leaders.
- On-site assessments of the city and its main visitor experiences.
- Meetings with the executives of the City of DuPont and the DuPont Business Association.

Target Markets

It is essential for DuPont to be highly focused in the allocation of its financial and human resources, and to target specific audiences so that experiences and messages can be carefully honed. Naturally, DuPont will attract visitors outside of the following target list, but the following markets should be the main focus of promotional resources.

Transit Motorists	Motorists traveling along I-5.
Residents	DuPont residents, including nearby Fort Lewis, are an important audience for local activities both for themselves and in influencing the decisions of their visiting friends and relatives.
Overnight Business and Transit Visitors	Visitors who are “passing through” can be exposed to DuPont’s fascinating history and the variety of things to see and do.



Event Visitors	Initially, those within 20-30 miles, but may eventually be extended to Seattle depending upon the scale and nature of event development.
Media	Initially, Washington State and those specific to heritage tourism, then to a wider Pacific Northwest audience.

Future

The following audiences are likely to have a strong interest in DuPont when the attractions and event developments recommended in this strategy are completed.

Cultural Heritage Tourists	Visitors who are attracted to historical, industrial and cultural sites and experiences. They may travel independently or as members of a group and can originate from all areas of the USA.
International Visitors	The combination of a living history relating to the Hudson’s Bay Company era, Nisqually Tribe and proximity to the I-5 is a winning formula to attract international visitors particularly from UK/Europe, Australia/NZ and Canada.

PART ONE: Positioning and Brand Platform

DuPont's brand is formed by the totality of perceptions, expectations, feelings, and beliefs that people hold about the place. The three most important concepts for cities like DuPont to master in branding are (i) differentiation, leading with what sets them apart (ii) ongoing focus - "sticking" to those attributes which provide its greatest competitive advantage and being consistent in how they are presented, and ensuring that they deliver on their brand promise.

Fundamental to developing a winning DuPont brand is recognizing that it is much more than a new logo, new graphic design, or "a fresh coat of paint". DuPont's brand is also not an advertising theme or a tagline.

While those elements will be of some importance, the components that will initially have a far more profound impact on DuPont and image are those relating to the actual experiences that people receive when they are in touch with the reality of the place. A central mission of the DuPont Visitor Readiness Report is to develop the attributes of the city that will enable it to be clearly differentiated from others. These positive experiences will be essential for developing a sustainable brand and image for the city.

"A brand is a living entity – and is enriched and undermined cumulatively over time, the product of a thousand small gestures."

Michael Eisner
Former CEO of Disney

The Brand Platform

The brand platform provides the elements on which the Destination Promise™ and all future brand experiences will be based. It is the nucleus for the development of the DuPont brand.

Tangible Benefits

The following are the tangible benefits or attributes that identify the distinctive aspects of DuPont. In communications some will be emphasized more than others depending upon the target audience and the objectives that are being addressed.

DuPont's tangible benefits are:

- Accessibility because of I-5
- City architecture and streetscapes
- Events when developed in line with this strategy
- Historic sites spanning 5,000 years of human activity
- Model community lifestyle
- Nisqually Tribe and other Native American heritage
- Natural environment
- Scenic vistas – Mt. Rainier and the Puget Sound

- The Home Course – golf and events
- Trails system for hiking, cycling and heritage walks

Core Experience Themes

These are the encounters that are essential for DuPont to fulfill its Destination Promise™. They should receive greatest prominence in infrastructure enhancements, product development and communications where appropriate.

- History and cultural experiences including related events

Complementary Experiences

While the following are important activities or attractors themselves, they perform important complementary roles to the core history-cultural experiences. These include:

- Events
- Golf
- Trails system for hiking, cycling and heritage walks

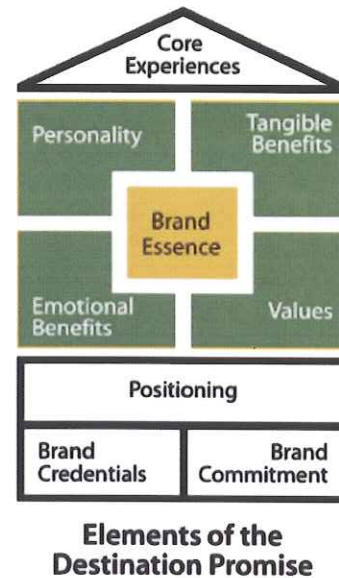
Emotional Benefits

The following are the emotional benefits inherent within the DuPont brand. They capture how DuPont makes its customers feel. At least one of these emotional benefits should be consistently embedded in marketing messages, images and experiences to support effective brand communications.

It is not intended that they be the only benefits offered. Instead, they should be constantly monitored to ensure that they are the most powerful and appropriate reflections of the emotional rewards that target audiences get from their encounters with DuPont.

DuPont enables its customers to feel:

- **Enrichment:** We offer positive and rewarding experiences that add richness to our customers lives through their exposure to our fascinating past, and our natural and cultural heritage.
- **Relaxation:** Surrounded by nature and a more relaxed pace, DuPont offers an attractive balance between work, play, and other interests.
- **Escape:** From the everyday



Personality

These character traits shape how DuPont will express itself. The brand ‘personality’ describes the characteristics of DuPont as if it were a person. These traits will shape the tone of communications and will also influence the way that DuPont’s partners express the city in their communications.

The DuPont personality is:

- Welcoming and friendly
- Community-spirited
- Deeply proud of its history and heritage
- Forward looking
- Environmentally responsible
- Innovative



Stakeholders identified the “Annie’s Outing” statue as best capturing the spirit and values of the community.

Positioning and Destination Promise™

The positioning is based on the brand platform and defines what makes DuPont distinctive. It clarifies what it wants to be known for in the minds of its customers. DuPont is at an early stage in its development and at this point does not have a strong image in the minds of potential markets. However, it does have some unique attributes that are capable of setting it apart from other cities in the Pacific Northwest.

The Destination Promise™ will act as the beacon for DuPont to guide everything the city does to build its brand. The promise outlines what makes the place distinctive, what it believes in being, and what it wants to become.

The brand **positioning statement** for DuPont is:

DuPont is the only community in Washington State that has a rich and diverse cultural heritage spanning over 5,000 years.

The suggested **Destination Promise™** for DuPont is:

In Washington State, DuPont is the only place that was first settled over five thousand years ago and is today a welcoming and community-spirited city. Here residents and visitors can participate in enriching and relaxing experiences that reflect our rich Native American, pioneer, military, industrial and natural heritage.

We are dedicated to our proactive approach to the future in preserving our hometown sense of community, while developing and sustaining our natural, historical and cultural heritage. We present year round experiences that are enriching and relaxing escapes for residents and visitors.

Brand Credentials

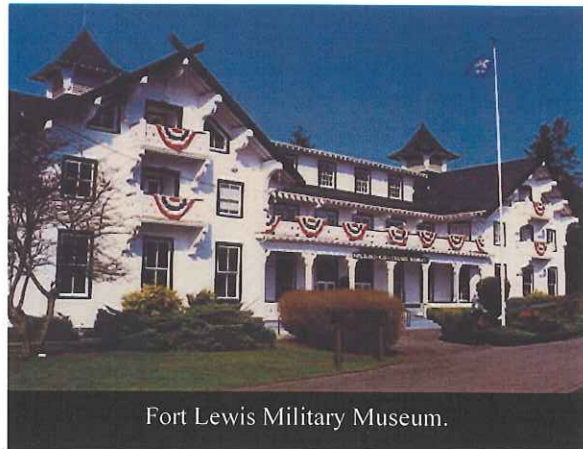
Brand credentials provide the reasons to believe in the Destination Promise™ and provide the evidence to validate the proposition.

Only in DuPont can you experience or find:

- Evidence of Native American settlement at least 5,000 years old
- The first European settlement in

Washington

- Historic Fort Lewis, one of the nation's largest and most advanced military installations
- One third of DuPont is designated parks / trails / greenbelts
- *Possible future credentials* DuPont hosts Washington's most popular heritage-oriented events.



Fort Lewis Military Museum.

PART TWO: Visual and Verbal Identity

The visual and verbal elements used by a destination are vital to sustaining its distinctive and memorable positioning. Both elements build connections with key audiences by providing positive cues or reminders about DuPont's key strengths and benefits.

Verbal Identity

The verbal identity elements, including the tagline or themeline, make the brand's language distinctive, enticing, memorable and informative.

The name of a destination is critical because it must serve as a geographical identifier, i.e. how people file information about it in their minds. When prospective customers hear the name it should generate positive associations. It must also serve as an umbrella for other city, place and partner product brands within the area.

DuPont was named for the E.I. Du Pont de Nemours Company, which operated a powder plant here. Within DuPont there are place names such as DuPont Station, DuPont Village and North West Landing currently in use. The North West Landing name has rightly been given prominence over the past decade because this real estate development led the expansion of the city. On many occasions Northwest Landing received this prominence over the name of DuPont. While appropriate at that time, it is now time to clarify the city's name hierarchy and establish Northwest Landing as a suburb of DuPont and not the lead place identifier.



E.I. Du Pont de Nemours.

Recommended Actions:

1. Adopt the themeline:

Welcoming for 5,000 years

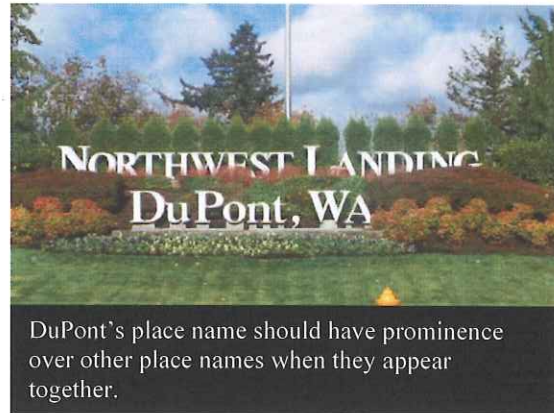
This captures and dramatizes what makes DuPont different and will serve to trigger positive associations that are linked to the city. It highlights the welcoming nature and community spirit of the city while reinforcing the vast span of human activity in the area.

2. The following **key words and phrases** can be used to convey the qualities of DuPont's emotional and tangible benefits. These should be used with care and only where appropriate and credible. This is not meant to be the definitive list of words to be used. Additional words, phrases and terms should be introduced as appropriate.

DuPont provides many experiences that enrich the lives of our visitors. These positive and rewarding encounters happen for those retracing our colorful past, listening to our fascinating guides, seeking a healthier life, or being inspired by the talented performers and artists at local events. Just spending time together on one of our trails, at a local event or savoring our outstanding views is a rewarding and enriching escape.

- | | | |
|-------------------|----------------------|----------------------------|
| ▪ Ancient | ▪ Experience | ▪ Relaxing |
| ▪ Authentic | ▪ Explore | ▪ Relive |
| ▪ Become aware of | ▪ Fascinating | ▪ Retrace |
| ▪ Being together | ▪ Festive | ▪ Rewarding |
| ▪ Captivating | ▪ Find | ▪ Richness |
| ▪ Celebration | ▪ Genuine | ▪ Savor |
| ▪ Discover | ▪ Immerse yourself | ▪ Self discovery |
| ▪ Easy access | ▪ Inspiring | ▪ Smell, hear, feel, taste |
| ▪ Encounter | ▪ Learn | ▪ Stimulating |
| ▪ Engage | ▪ Leisurely | ▪ Traditional |
| ▪ Enlightening | ▪ Memorable | ▪ Uncover |
| ▪ Enrich | ▪ Picturesque (view) | ▪ Wonder |
| ▪ Escape | ▪ Pioneer | |

3. Convene a group comprising experts and enthusiasts who can reflect all perspectives of the DuPont history to formulate the concise **DuPont story**, including representatives of the Nisqually Tribe. They should initially identify the key elements to convey the story to visitors (and residents) in an entertaining and informative manner. In time this should be expanded to provide the foundation for future thematic interpretation of the city's many historic and cultural sites.



4. Monitor the **hierarchy of place names** on all signs throughout the city to ensure that where appropriate the name of DuPont has prominence over Northwest Landing and other names.

Visual Identity

The visual identity elements, including the logo, are the graphics that provide a system for visually identifying and representing the brand.

5. Design a **new logo** to more accurately capture the new Destination Promise and themeline. It should be based on the recommended positioning and use a simple, contemporary design to project the benefits of the city from the visitor's perspective. Note: We do not recommend

running a community competition to design the logo. Engage the best specialist design skills that you can afford.

6. Create a **distinctive visual identity system** as an extension of the logo that prescribes the styles, fonts and color pallet to be consistently applied when visually representing DuPont's brand identity in marketing communication, signage and merchandise.
7. The visual identity system should be supported by **brand usage guidelines** to provide the rules for how these visual and verbal elements should be correctly and consistently used in all applications.
8. **High quality photography** has the capacity to be one of the most potent and versatile communication elements in DuPont's brand toolkit. Invest in the best images that you can afford because these may be the most impactful marketing tools at your disposal. The photography should present the city's special sense of place and character.

DuPont's communications should be led by a small number of very high quality brand images or "hero" shots that convey the community's brand essence – *welcoming for 5,000 years*.

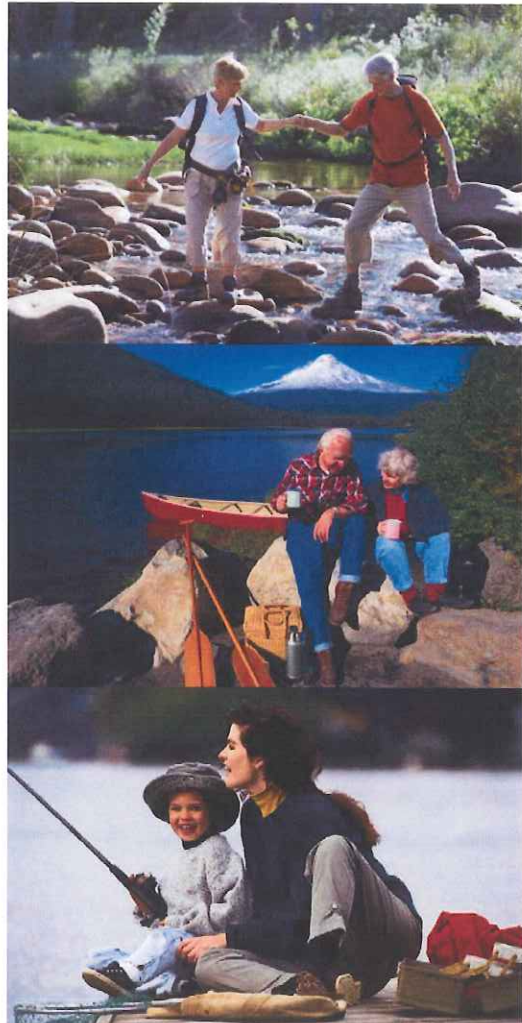
Key points to consider when planning photography to build the brand include:

Honesty

Great destination images are always completely believable and have a strong "wish you were here" flavor. They must be authentic and true to life. The people in the images should be active, credible and captured in natural, engaging and realistic ways. When people are the subjects, they must be seen as "real people" doing real things in real places.

Tell the Story

When a scene engages prospective customers they spend more time looking at it. It draws them into seeing themselves in that context. When people are in the shot, particularly when viewers can identify with them or they help tell a story, the viewer is partly sold on the place. Try to thread the "welcoming for 5,000 years" story into images so that each contributes to a cumulative, credible visual narrative.



Emotion

People buy products and experiences for only one reason – to feel better in some way. Emotions will trigger how we feel. Each image should aim to touch an emotion or deep need of some kind. Capture DuPont’s emotional benefits as outlined in the brand platform using them as the lens through which to view the experiences and feelings.

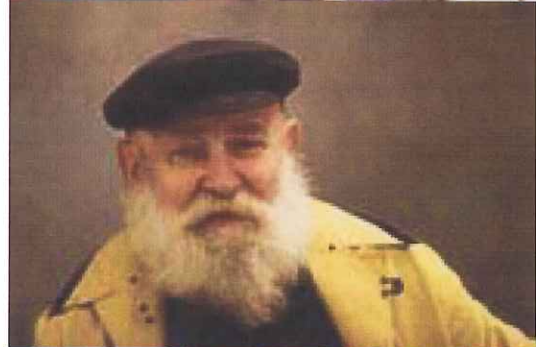
Capture Your Targets

The people in the photographs must resonate with the target audience. If funds are available, well-directed models can make a strong positive difference to photographs. However, they must not look posed and they must look like real people, not contrived mannequins or models from a fashion magazine. They should be enjoying the experience

and interacting with each other in very natural and believable ways.

Capture the Unexpected

Photograph a unique or unusual perspective that shows the viewer something pleasant that they were not expecting. All images should aim to spark and capture the viewer’s imagination. In the case of DuPont, it may leave them thinking, “I didn’t know they had that.”



PART 3: Visitor Readiness Plan

This section provides recommendations for enhancing the city's capabilities and competitiveness in ways that are essential for DuPont's successful brand development and visitor satisfaction. Emphasis is on tourism because the experiences people have when visiting a place are highly influential in shaping its image and the attitudes toward it in regard to its appeal as a destination for economic development including business relocation.

Attractors and Experiences	The elements which attract visitors, encourage them to stay longer, and are core components of the city's tourism brand.
Infrastructure and Visitor Services	The elements that enhance the visitor experience and create a distinctive sense of place and welcome.
Marketing	These are the messages that convey the benefits of the brand.
Organization	The actions to structure and orchestrate successful brand development.

Attractors and Experiences

These are the priority actions that DuPont must address in order to enhance its tangible assets in ways that can best meet the needs of visitors.

DuPont is not yet at a point where its small town charm and significant historical sites are functioning as major visitor assets. Seattle, Olympia and Tacoma residents can choose from many delightful small towns that currently offer more compelling visitor experiences. To become a more formidable competitor DuPont must strengthen its experiences relating to its historical and cultural credentials. The major allocation of resources should be on "getting the product right". Otherwise, the city image may be damaged through premature promotion.

This is particularly the case for DuPont where many sites of great historical significance are not accessible to the public at this time and there is a general lack of awareness of the significant role these sites played in the history of the Pacific Northwest and the Nation.

Destinations often must create, package, interpret, and combine attributes to provide more appealing and satisfying visitor experiences. This does not always involve developing new facilities or activities, but is sometimes a matter of mobilizing those that already exist in a more meaningful manner for visitors.

The following recommendations are suggested because they have the potential to unify the community, resonate in key markets and build its appeal based on its authentic and rich heritage.

Recommended Action:

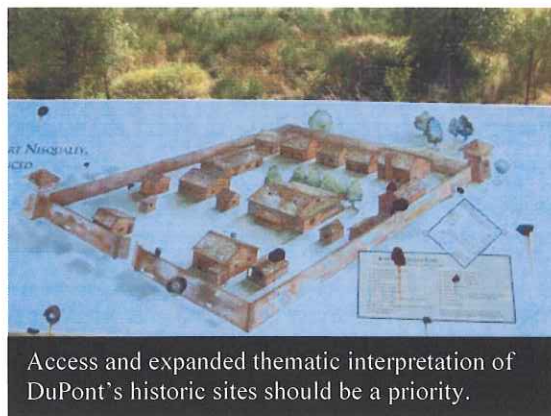
9. The Hudson's Bay – Nisqually Trail

In 2009, the City of DuPont is likely to take possession of tracts of land of great historical significance. This land will be in close proximity to the proposed new interpretive center (incorporating the DuPont Historical Museum), the site of the 1833 fort, ancient middens, and a proposed long house development by the Nisqually Tribe. The clusters of significant historic sites in DuPont such as these offer great synergy where these features share a common theme. This cluster of sites presents an excellent opportunity to develop a trail that embraces the history of the Nisqually Tribe, Hudson's Bay Company, and other early pioneers. It can also feature other aspects of local history, as well as open a window onto the area's natural environment.

While wayfinding and thematic interpretation along the trail will be important, there is the opportunity to provide "living history" presentations for visitors. This can be achieved through special events, re-enactors, storytellers, lectures and seminars, archeological digs, guides representing the Hudson's Bay Co. and Nisqually perspectives, crafts, music and food.

The Hudson's Bay – Nisqually Trail should be elevated to a level and priority where it has a brand identity of its own. It should be developed with the vision of making it one of the foremost historical experiences in Washington State. In time it should have its own management to oversee its preservation, marketing and events programs.

Action should commence immediately to begin planning for the feasibility, and possible development, of the Trail from 2009. It is likely that the Trail may need to evolve through several phases, taking a number of years according to the availability of resources to develop the sites, events and high quality interpretation programs.



Access and expanded thematic interpretation of DuPont's historic sites should be a priority.

The events that have taken place in this area are of national significance, hence the development of the Hudson's Bay-Nisqually Trail should seek recognition by both state and national historical organizations. This recognition may provide access to funding opportunities and resources to assist in the development of the Trail and its individual sites.

Native American Middens

DuPont has the oldest coastal shell midden site in Washington State and provides evidence of human settlement of the area 5,000 years ago. A midden is an archeologically rich deposit containing shells, animal bones and other refuse that indicates the site of human habitation. The highly sensitive site in DuPont is currently covered in soil and has no interpretive signage.

These middens are central to DuPont's brand proposition by demonstrating 5,000 years of settlement.

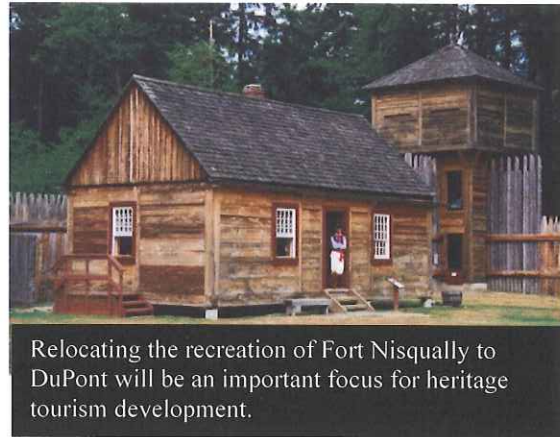
Recommended Action

10. Native American Middens

Investigate methods to better display and interpret the middens. This may involve introducing visibility of parts of the exhibit through glass or Perspex. Consideration should also be given to traffic and parking issues to ensure minimal disruption to local residents.

Fort Nisqually

The original Hudson's Bay Company fort was built in the area of present day DuPont in 1833. A replica of Fort Nisqually is located in Tacoma and is operated as part of the Tacoma Metro Parks. This replica is a living history museum where volunteers and staff, in period clothing, demonstrate the crafts of the 19th century and engage visitors in historic dialogue. Events are conducted throughout the year including the popular Living History Days.



Relocating the recreation of Fort Nisqually to DuPont will be an important focus for heritage tourism development.

Recommended Action:

11. Commence a feasibility study and plan (if appropriate) to relocate the replica of Fort Nisqually and its living history presentations to their original location in DuPont. Relocating the replica and its programs will be a valuable addition to the experiences of the Hudson's Bay – Nisqually Trail. Initial discussions could be conducted with:

- Melissa McGinnis, Executive Director, Fort Nisqually, Tacoma (Melissam@tacomaparks.com)
- David Nicandri, Director, Washington State History Museum, Tacoma

12. The "Downtown Trail"

DuPont has many miles of trails lacing the city. These excellent trails can play a stronger role in adding to the city's attractions and extending the length of stay of visitors. At present these trails are not well publicized to visitors. A circle trail that starts and finishes in downtown should be designated with a name that is enticing to visitors and provides interesting interpretive and directional signage to introduce visitors to aspects of the city's 5,000 year history. This trail will suit hotel guests and transit visitors who are runners, as well as provide family oriented activities. Brochure/maps (one-color) should be provided in hotels, downtown businesses and information outlets, front line staff should be aware of the trail and maps readily available at the trailheads.

Events

Events are very important attractors for communities to entice visitors and enhance their cultural well-being. Events have played an important role for many Washington communities in shaping their image. This has been the case for Leavenworth with its OctoberFest and Lynden with its Holland Days. The Skagit Valley Tulip Festival attracts approximately 350,000 attendees (57% of whom are repeat visitors) mainly from the Seattle area who spend approximately \$14 million in Skagit County. DuPont currently hosts several events that attract mainly local interest. DuPont has the opportunity to strengthen these events and act as core experiences to underpin DuPont's themeline.

Recommended Actions:

13. Hudson Bay Days

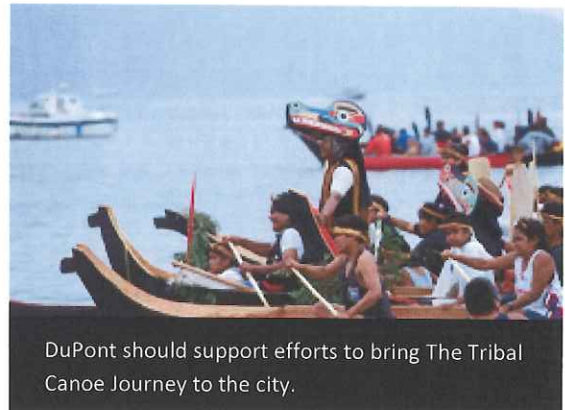
DuPont has the opportunity to establish an event that can be highly distinctive and in time have very wide visitor appeal. It is proposed that *Hudson Bay Days* be a marketing umbrella providing an overarching theme and focus to coordinate the individual events developed by different organizers. It is recommended that *Hudson Bay Days* be introduced as an event of possibly 10-11 days duration. It can be designed to tie together:

- The Hudson's Bay Company era
- The Nisqually Tribe activities
- DuPont Company era
- Fort Lewis
- Music of all periods and types
- Golf and other sports

It may feature a Pow Wow, re-enactors, storytellers, fun runs along trails, kids camps (Hudson's Bay-Nisqually style) and special events along the *Hudson's Bay-Nisqually Trail*. Aspects of this event will be extremely attractive to the media and should generate wide publicity, particularly if some activities are created with the photo opportunities in mind.

14. Pow Wow and The Tribal Canoe Journey

The Nisqually Tribe has indicated an interest in conducting a Pow Wow in DuPont and also in bidding to host The Tribal Canoe Journey which attracts approximately 70 canoe teams. These events would represent excellent components for *Hudson's Bay Days*. Widespread community support for these events should be encouraged because they present new business opportunities as well as opportunities to introduce new activities to the city. This support should be extended to the organizers of these events even if the Hudson Bay Days event is not introduced.



DuPont should support efforts to bring The Tribal Canoe Journey to the city.

15. Event Management

Provide adequate planning for all events to ensure that food outlets, public restroom facilities, signage, parking and traffic control are provided appropriate to crowd levels.

Visitor Services

These are enhancements, services and facilities that improve the visitors' experience.

Directional Signage and Wayfinding

Signage and wayfinding systems serve vital roles. They inform, guide, and motivate people. They are also an important factor in shaping the identity of a place through their style, design, colors, lettering and content. DuPont has been relatively well served by its wayfinding system. However, there is the need to update the system to reflect the name of the city, and to address contemporary visitor and resident needs and use the brand identity.

Many potential customers outside of DuPont are not aware of the city or its location. Each day over 100,000 motorists travel I-5 past DuPont, however the absence of signs accurately identifying the city or encouraging people to stop in the city result in considerable lost income to downtown businesses.



A trail with enhanced interpretation and signage within easy access from downtown should be created to introduce the city's heritage.



The gateways to a city provide a valuable insight into the appeal of the place and how it can satisfy the needs of visitors. For instance, DuPont is located between two important I-5 entrances and has a significant flow of passing traffic. At present DuPont has a very attractive and colorful gateway sign at the southern entrance to the city. However, it is not clearly visible because it is on the left side of oncoming traffic and is set back from the street. The northern gateway is not as clearly defined and is more cluttered.

Recommended Action:

16. Develop a **signage plan** relative to I-5 and the gateways to the city, and then approach the appropriate authorities for implementation. The plan should address:
 - The inclusion of DuPont on advanced warning **mileage signs** North and South on the I-5
 - The **northern gateway** has several issues that should be considered including signs to downtown, the signage needs of the village and food signs.
 - Request that advanced warning signs on I-5 designate DuPont as “**Downtown DuPont**”, This will clearly identify it as a city (and not a corporation) and boost visitors to the city and downtown businesses.
17. If possible, relocate the **gateway sign** at the southern entrance to the city onto the right side of the street or trim trees to make it more visible to oncoming motorists. Replace the “North West Landing” reference with the themeline, *Welcoming for 5,000 Years*.
18. Ensure that that all gateway and wayfinding signs continue to be **well maintained** by cleaning them every few months and refreshing their plants and landscaping. They should be repainted whenever necessary to maintain a fresh appearance.

Shopping

For most urban destinations around the world (and for many non-urban ones too), shopping may not be the main reason people choose to go there, but once there, shopping – as could be predicted – often becomes their number one activity in terms of time and money spent. Shopping and browsing through interesting retail stores is the most popular tourist activity in most urban destinations. Having a variety of interesting retail stores in close proximity to each other definitely improves economic activity. It is also important that DuPont’s retailers see themselves as the community’s front line in tourism and the important role that they have to play.

In order to provide a satisfying shopping experience, cities should have a mix of interesting retail shops and dining opportunities in a compact, pedestrian-friendly shopping zone. These can attain a critical mass with as few as twelve to fifteen visitor-oriented stores with dining options being sufficient to form a precinct capable of attracting and sustaining visitor interest and spending for several hours. DuPont is not yet at

this stage. DuPont has a sound foundation on which to build, although a number of vacant shop fronts are devaluing the visitor’s shopping experience.



Attractive shopping experiences within a compact pedestrian friendly zone are essential to profitable urban tourism.

All forms of research conducted for DuPont revealed that the greatest community need is for a grocery/drug store to be situated in the downtown area. The addition of a grocery store will aid the overall viability of all downtown businesses because at present discretionary spending by residents (and visitors) is leaking from the city into nearby communities. A grocery store will likely act as an attractor and generate activity at all hours of the day and night in the downtown.

Recommended Action:

19. Support the introduction of a **grocery store** in the downtown area.
20. **Encourage new businesses** to establish in the downtown area. The type of retail stores should be conducive to making downtown an attractive and rewarding shopping experience.

Restroom Facilities

The provision of clean, safe restrooms is one of the most important visitor facilities that communities can add to encourage motorists to stop. When these facilities are located near “the cash registers”, visitors start spending money. In the case of DuPont restrooms are important because of the volume of traffic on I-5. While many of the restaurants and service stations may have restrooms, they may not always be convenient for visitors shopping downtown or attending events.

Recommended Action:

21. Construct public restrooms in downtown and ensure that they are clearly signposted, provide visitor information (outside) and always clean.
22. Establish a volunteer program to ensure that restrooms are always safe, clean and well lit. Consider adding fresh flowers to the restrooms and landscaping outside to remind visitors that they are in a friendly and welcoming community.

Marketing

DuPont should not invest heavily in promotion until it gets the product right. In the short term, marketing focus should be on the web site and the production of a basic brochure.

This section outlines the approaches that should be taken to communicate DuPont's brand messages to prospective customers. These programs may be enhanced in the future according to the scale of the budget available for these activities and the stage of development of the city's attractors and events.

In order to ensure that all brand communications are customer-focused and convey enticing benefits, imagine that the customer is looking over your shoulder as you prepare the materials. When you proof-read the copy, select an image, or complete the production, imagine that the customer asks you, "*So, what's in it for me?*". This technique helps to maintain a customer-centered approach and can counter the bias of locals.

It takes great experiences to sustain great brands. Wherever possible, all communications should be led by core experiences and benefits, and not be littered with facts, member lists and information included only to please internal stakeholders. Marketing applications should portray how the place will make customers feel and must answer their perennial question, "*What's in it for me?*".

Web Site

The internet enables small communities like DuPont to project their message globally at a fraction of the cost of a decade ago. However, simply having a web site does not guarantee that online visitors will access the site nor guarantee that once there they will spend time exploring it.

People searching for web sites are generally seeking four important benefits:

1. They want to find the site they are looking for quickly,
2. They want it to be very easy to navigate,
3. They want comprehensive and credible content, and
4. Assistance in taking the "next steps".

The City of DuPont web site is currently the most prominent site representing DuPont. While this site seems to be very functional from the perspective of the City, the presentation of the city as an attractive place with a good quality of life, events and a rich heritage from the perspective of visitors is missing. Visitors and new businesses require more compelling reasons to choose DuPont. At present there is very little information relating to visitor services such as attractions, dining, lodging and shopping.

The design, content and photo images on the DuPont site should be enhanced to place greater emphasis on what people can do within the city, how they will feel, and to more fully project DuPont's natural and historic significance.

Search engines periodically visit web sites and filter their content to analyze, record, and file every word on every page. After thoroughly analyzing the site, algorithms are assigned to these words and phrases and a value assigned to the overall site. The web site's content and ease of navigation are instrumental in determining the priority that it is allocated by search engines. Additional elements which enhance the profile of web sites for search engines are meta tags and meta descriptions that make it easier for online visitors to find their way around.

Recommended Actions:

23. Develop a gateway site or page to serve as a portal to the leading sources of information and key organizations in DuPont for online visitors. This attractive front window to the city should briefly introduce site visitors to the rationale for DuPont's 5,000 year history in a concise paragraph. The site should provide links to:

- Welcome to DuPont
- Visitor Information
- Events
- City Hall
- DuPont Business Association
- The Hudson's Bay –Nisqually Trail
- Economy and New Business Development
- Links and Resources
- Residential Owners Association

24. Redesign the City web site using the DuPont brand visual and verbal identity and strengthen the invitation to visitors and new businesses.

25. Design a Visitors and Events web site separate, but linked to the City site.

26. Consider offsetting some tourism web site production and maintenance costs by offering sponsorship and advertising exposure to local organizations. However, this should be done in a way that does not diminish the image of the city or the visitor's experience of the site.

27. Add **meta tags, meta descriptions, and key word density** for the tourism web site. Terms may include: DuPont, Washington, Travel, Hudson's Bay Company, visitor information, Nisqually Tribe, Pow Wow, historic sites, etc.
28. **Maximize links** to the site from DuPont organizations, Washington State Tourism, Tacoma Region CVB, and other third party sites. It is particularly important for local lodging partners to provide links from their web sites for prospective visitors to the city.
29. Provide **online access to key brochures**, maps, events, walks and trails, and visitor services as PDF files.
30. Ensure **easy navigation**. The Home Page should initially lead the visitor to the information that they need within two or three clicks. It may pay to review the web sites of other destinations that do a good job of providing online visitor information. Some examples of effective sites designed for visitors are:



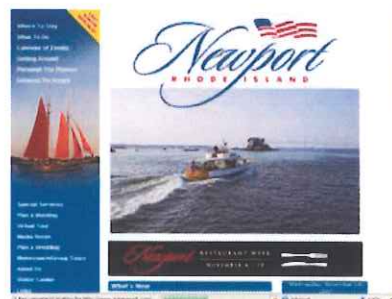
www.visitcarlsbad.com



www.tourismchilliwack.com



www.bellingham.org



www.gonewport.com

Publications

DuPont does not currently have a visitor publication. The local lodging facilities do not offer information on what to see and do within the city, however there is material to lead guests to other nearby cities.

There is an immediate need for a basic brochure describing what to see and do in, and around DuPont. In the future, as new attractors such as Hudson's Bay – Nisqually Trail are launched, a more comprehensive color production should be introduced. These publications should be written and designed in a manner that enables prospective short-term visitors to quickly

reference the type of information and activities that they are seeking. Accurate maps are essential for visitors to find their way around. This is particularly important to DuPont because of the extensive trails and the widespread location of points of interest.

Recommended Actions:

31. Develop a one or two color **DuPont Activity Guide** to provide information for the city's current visitors. This should also feature a map of the most accessible trails from downtown and concisely tell the DuPont story.

32. Develop a **basic map** of DuPont that only includes major roads and trails. This is for use online and in brochures. It should be upgraded over time.

33. At a time in the future when the city's tourism infrastructure, attractions, and visitor services are in place, produce a **quality color brochure** for wide external distribution to act as a lure to the city. This production should be of a standard that it is appropriate for hotels and other local businesses to send to their customers in other cities.

Sections of this publication should include, "What to see and do in DuPont", "What to see and do nearby", "Where to Stay", "Enjoying our Trails", "Where to Eat", "Where to Shop", maps, drives, and walks. These pages should also be available online as PDF files. Where possible, advertisers with similar products and services should be placed together in the publication. This adopts the same successful format as Yellow Pages directories, which provide information in an easy to find layout. The mission to seek advertisers should not influence the contents to the point where businesses with no direct service to visitors dominate the publication.

34. Design a brochure that concisely and entertainingly provides **the story** behind DuPont's "Welcoming for 5,000 years" theme. This may at first be a one or two color publication. The key is to tell the story compellingly. This brochure should be available throughout the community and steps taken to transit visitors. This story should also be included on the web site and be sure that all front line staff understand the basics of the DuPont story. Telling this story will be an important way to generate local awareness, support, and buy-in for the branding programs.

Publicity

Generating exposure for DuPont's events and new attractions through print, online, and broadcast media can be an important catalyst for increasing visitation, and does not necessarily require great expense. This can be achieved by sending or emailing a simple, but well-written, one-page press release to selected media. The most important objective should be to inform them of what is of interest, why it is of interest, when it is happening, access times, costs, and where to get more information. It should also list local lodging and always project DuPont as a place of great historical significance that has been welcoming visitors for 5,000 years. It may be possible

to obtain the assistance of a qualified volunteer when preparing press releases and communicating with the media.

Recommended Actions:

35. Develop a simple database of **target media contacts** for Washington's general media, as well as travel and lifestyle media in the Pacific Northwest.
36. Develop a program to prepare and **distribute press releases** covering DuPont's upcoming events and activities.
37. Develop a **media kit** on DuPont including basic information, images and facts sheets on aspects of the DuPont story and how visitors can enjoy the city.

Partner and Third Party Marketers

Destination marketers rely on a wide variety of organizations and partners to distribute information about their attractions, travel products and destinations. DuPont is no exception and in this regard there are several organizations such as Tacoma Regional Convention & Visitors Bureau, Washington State Tourism, AAA and a variety of web sites, that are in touch with prospective visitors to DuPont.

A short time spent using online search engines and reviewing the brochure racks in visitor information centers may reveal opportunities for additional exposure for DuPont. DuPont may have been inadvertently omitted from relevant publications, articles and web sites. Contact these organizations immediately because harnessing the distribution power of third parties through their web sites, maps, and brochures can provide considerable leverage and added credibility for a small destination such as DuPont and help get the city on the visitor's "shopping list".

Bookstores offer dozens of Washington and the Pacific Northwest travel guidebooks. They cover a wide variety of interests from traveling with children and pets, to driving, hiking, camping, and bird watching. These guides are widely distributed in the USA and are highly influential in assisting readers with their travel decisions.

Recommended Action:

38. A particular priority for DuPont should be regular communication with the **Washington State Tourism Commission and the Tacoma Regional Convention & Visitor Bureau**. At a point in the future when the city's attraction base is more developed it will be worthwhile to visit and conduct briefings for key staff in these organizations to emphasize the vision and progress that is taking place in DuPont. Explore how you may become involved in:
 - Brochure distribution services
 - Group travel information programs
 - Exposure in their web sites, visitors guides, etc.

- JPG images
 - Media information
 - Media visits
 - Providing on-brand copy for describing the city and its characteristics
 - Story ideas
 - Supplying accurate information relating to attractions, events and services
39. Review the coverage of DuPont in **third party brochures, maps and web sites**. Check for accuracy, whether they project DuPont in the best light, and whether they conform to the identity that the community wants to project. Approach the publisher with any suggested additions or corrections.
40. Annually review the coverage of DuPont in travel **guidebooks**. Check for accuracy and whether DuPont is projected accurately and in the best light. Ensure the coverage conforms to the identity that the community wants to project. When appropriate approach guidebook publishers with any suggested additions or corrections.
41. Identify locally generated **newsletters**, e.g. City of DuPont, major local employers, ROA, etc. which can be used to regularly inform local residents about the DuPont story, events, activities and brand strategy progress and successes.
42. Integral to success will be an internally-directed **community communications program** to inform and engage community leaders, key partners, residents, media, and government. A plan to activate communications to these important local stakeholders can be achieved through:
- Community meetings
 - emails
 - Face to face briefings
 - Newsletters
 - Presentations to business and community groups
 - Staff briefings
 - Web sites
43. Introduce new **street banners** to promote the new themeline to residents and visitors. In the future, use the banners to promote specific events such as *Hudson Bay Days*. Investigate opportunities to gain corporate sponsors for the banners.

Information Distribution

When the major attractors are operational, DuPont visitor information should be readily available within a two-hour drive of the city, particularly the visitor information centers along the I-5, local lodging, and downtown businesses. Information should be available within the city 24 hours a day.

Recommended Action:

44. Develop an **information distribution strategy** at a point in the future when DuPont's visitor services and attractions are more developed. Ensure constant availability of up-to-date brochures at key locations within a two-hour drive of DuPont. It is important that brochures and maps be readily available in the downtown area, particularly in lodging facilities. This can be achieved by displaying large area maps outside the library, public restrooms, grocery store (when developed) and fast food restaurants. Businesses should have a small rack to display the local brochures. A volunteer program should be established to maintain and stock these brochure outlets.
45. Ensure that the **DuPont visitors guide and maps** of the trails are always available at local information outlets and trailheads.
46. Ensure that accurate and detailed **events listings** are included in publications, media outlets and web sites. Conduct an inventory of the free promotional opportunities for promoting events. It is essential that this task be delegated to one person and that listings and content are constantly updated, particularly in the weeks and days prior to an event.
47. Word of mouth promotion and recommendations are important to visitors (and residents). When the initial DuPont activity brochure is released, ensure that every **front line staff** person in the city is aware of the brochure and knowledgeable of its contents. Each person should have first-hand experience with each activity and know why DuPont has a fascinating 5,000 year story.

Organization and Management

These elements provide the directions for the way that the community is organized for tourism and the development of events and facilities.

48. Establish a **DuPont Marketing Group** to launch and implement the program outlined in this strategy. It is recommended that several working committees be formed under the umbrella of the Marketing Group to address specific projects, e.g. the Hudson's Bay-Nisqually Trail, Hudson Bay Days event, marketing communications, etc.



Broad community engagement will be critical for DuPont to develop the city brand.

49. The successful implementation of this strategy will require the support and actions of more than the City of DuPont, its staff and elected officials. It will require an **Adoption Plan** to encourage the long-term advocacy, support and participation of many individuals and organizations. It will also require the engagement with many from outside of the city.

Consideration must be given to identifying key organizations and individuals, the messages to convey to them, and the actions that you would like them to take.

50. Establish an **annual budget** for marketing and development using the transient lodging tax income and other funds. The highest proportion of these funds should initially be invested in getting the product right.
51. Investigate the **availability of grant funds and other resources** to assist in the preservation, research and development of sites relative to the history of DuPont.
52. Develop a **visitor satisfaction survey** to be permanently hosted on the City of DuPont's surveymonkey.com site. This survey will provide an opportunity to constantly monitor satisfaction levels and when necessary address specific issues. The survey can be promoted in local web sites, brochures and maps publicizing the city.
53. **Source specialist services and interpretive skills** enabling DuPont to present outstanding experiences in regard to its heritage tourism sites. These services may be available from the National Trust for Historic Preservation. Intense competition between tourism destinations and attractions means that visits to historic sites must be entertaining, educational and compelling. Orchestrate the experiences to enable today's discerning visitors (of all ages) to understand why DuPont's sites and events are so historically significant and enjoyable. To achieve this DuPont will require knowledgeable interpreters and guides, personal engagement, hands-on activities and skilled event organizers.
54. Invest in enhancing the **events management expertise** of key locals to match the growing community needs. This can be achieved by recruiting qualified people or through formal and informal educational programs. This investment will result in more competitive and high quality events which in turn will provide improved economic performance for the community.
55. The following actions are those that are critical for DuPont to commence the **launch and activation** of this strategy. Once these are considered, additional actions and timelines can be added.

First 45 Days

- Adopt Brand Platform and Destination Promise™
- Develop and agree on an Implementation / Priorities Plan
- Adopt verbal identity including themeline
- Decide actions in regard to visual identity
- Ensure broad community understanding and support for the strategy
- Schedule meetings and discussions to inform community leaders about the strategy

and the role they need to play

- Establish organizations and responsibilities to manage the brand, events and recommendations
- Identify skilled individuals and organizations to assist in implementation of plans
- Conduct discussions with Nisqually Tribe to identify areas of common interest

First 90 Days

- Commence feasibility planning and discussions with key organizations relative to development of Hudson Bay – Nisqually Trail, Hudson Bay Days, relocation of Fort Nisqually, “Downtown” Trail (needs an appropriate name), public restrooms
- Develop comprehensive signage plan for I-5, plus northern and southern DuPont gateways
- Develop annual plan and budget after determining needs for programs
- Research, design and publish: *Welcoming for 5,000 Years* brochure and the Activities Guide – In and Around DuPont, and distribute appropriately
- Enhance City web site
- Design pages relevant to visitor / new business needs in local web sites, brochures and maps
- Identify potential sponsors and advertisers
- Identify organizations that can provide resources and grant funds to assist development of historic sites

Appendix 1: DuPont Strategy Planning Participants

We would like to thank the following individuals for their participation in the development of the DuPont visitor readiness and brand strategy.

Participant	Organization
Helen Wada	Anytime Fitness
Mark Ireland	Anytime Fitness
Larry W. Wilcox	City Councilor
Megan Potteroff	City Councilor
Jennifer Crouse	City Councilor
Penny Coffee	City Councilor
Linda Cumberbatch	City Councilor
Roger Westman	City Councilor
Bill McDonald	City of DuPont
Scott Hein	City of DuPont
Mike Davis	DuPont Business Association/ Edward Jones Investment
Steve Shaffer	DuPont Business Association/ Vision Clinic
Lee McDonald	DuPont Historical Society
Karen Dunn	Farmers Insurance
Pete Stoltz	Glacier NW
Jian Locke	Guesthouse Inn & Suites
Rick Meeder	Intel
Scott Nelson	Jackson Scott Studios
Deborah Kerner	Liberty Inn
Cynthia Iyall	Nisqually Tribe
Cecilia Carpenter	Nisqually Tribe
Thor Hoyte	Nisqually Tribe
Rachel Nelson	Purely Skin
David Renaud	Quadrant Homes
Greg Moore	Quadrant Homes
Shari Crumbaker	Re/Max Realty
Bob Potteroff	Resident
Amy Walker	ROA / City Recreation Coordinator
Ruthie Rienert	<i>Formerly</i> Tacoma Regional Convention & Visitors Bureau
John Bodenhamer	The Home Course
Tony Hauenstein	Venture Park

Appendix 2: Tourism Means Business

Tourism is Economic Development

Tourism can be a key element in the economic development of many small communities.

Tourism is an export industry. That notion may initially seem a little strange. After all, when we think of exports we usually think of container ships or trucks, stacked full of consumer goods, machinery, agricultural produce, or raw materials such as coal and lumber. Tourism is what economists call an “invisible export” because the customer must come to the source of production for the products.

Tourism is a business of small businesses. International research studies show that tourism is one of the most effective catalysts for activating and sustaining small and medium-sized businesses by providing new opportunities for full time and part-time entrepreneurs.



Tourism makes even more sense when we consider that an average “mom and pop” small business injects 54 cents of every dollar they earn into the local economy compared to a “big box store” which contributes just 14 cents in every dollar into local pockets. (National Main Street Center)

The multiplier has its effects. From the spending at a local hotel, restaurant, attraction or store by visitors, this income pays salaries and operating costs (rent, utilities, insurances, loans, repairs, etc.) and continues to filter through the local economy and is spent and re-spent, generating jobs at all salary levels.

With effective management, the community benefits from tourism can include:

- Diversifying, stabilizing, and enlarging the local economic base
- Stimulating entrepreneurial activity
- Sustaining existing businesses by supplementing resident spending
- Raising the image of the area, making it attractive as a place to live, work and invest
- Supporting and expanding facilities and amenities that locals can use, e.g. galleries, theaters, restaurants, shops, museums, etc.
- Helping to sustain local heritage sites, facilities, customs, and artifacts
- Enhancing both the natural and man-made environments because tourism thrives in attractive environments
- Generating additional lodging and sales tax revenues
- Stimulating the sale and export of local products, e.g. agriculture, wine, artifacts, furnishings, etc.



Total Destination Management

20212 SW 86th Ave.
Tualatin, OR 97062

Phone: 503 692-4603

Email: billb@destinationbranding.com

Web site: www.DestinationBranding.com

All information, analysis and recommendations made in this document by Total Destination Management are made in good faith and represent Total Destination Management's professional judgment on the basis of information obtained from the client and through interviews and workshops. Because the achievement of the recommendations and forecasts in this document may involve a variety of factors that are outside of Total Destination Management's control and the possibility of the receipt of inaccurate information, Total Destination Management cannot accept liability or be held responsible for any statement, recommendations, or outcomes should they prove to be inaccurate or based on incorrect premises.